



# **DETROIT SERVICE**

## **{Cities of Service – Action Plan}**

**Mayor Dave Bing**



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# {Message from the Mayor}

**G**iving back. Sharing with others. Lending a helping hand. These words describe what it means to volunteer. My parents taught me the importance of sacrificing time, money and possessions in order to help an individual or to support a cause. I passionately believe in volunteering and have been actively involved in giving back to my community.

The power of volunteers cannot be underestimated. It is volunteers who so often not only initiate campaigns, but whose efforts are crucial to their success. Therefore, I am pleased to be a part of Cities of Service, a bi-partisan coalition of mayors who have committed to work together to engage each one of us to help solve our cities' greatest challenges. Detroit is one of over 100 cities in the country taking part in this all-important initiative, and one of 20 cities to receive a Cities of Service Leadership Grant.

Detroit has many challenges, and the economy has affected every aspect of life in our city. For this reason, Detroit Service will play an important role in bridging gaps, enhancing existing programs and encouraging Detroiters to lift up our community by sharing skills, hard work and energy.

Included in this plan is information on how and where you can get involved. Let us demonstrate the true spirit of Detroit, of pride, concern and unwavering determination. It is my hope that this effort will be the catalyst to increase the number and impact of volunteers in Detroit and our city an example of what happens when we work together!

Sincerely,  
Dave Bing  
Mayor





# {Executive Summary}



**“Volunteering can be an exciting, growing, enjoyable experience. It is truly gratifying to serve a cause, practice one’s ideals, work with people, solve problems, see benefits, and know one had a hand in them.”**

*~Harriet Naylor*

# Detroit Service

## A Blueprint to increase Civic Engagement

January 2009, President Barack Obama made an appeal for all Americans to participate in our nation’s recovery and renewal by serving in our communities.

In Mayor Dave Bing’s March 2010 State of the City Address, he stated “Together we can reinvent Detroit by . . . cleaning up our streets and getting tough on crime; finding solutions to improve education and schools; and once again restore trust and pride in our city.” His message was a call to action for improved City government, and a call for active citizen engagement.

Detroit is not unlike most major cities in the country, trying to respond to escalating needs during an economic downturn and with dwindling resources. But, Detroit has a long history of rebounding in times of adversity through the strength and goodwill of its people and their associations—faith-based, grassroots, nonprofits, corporations, etc. There is no city more prepared than Detroit to answer the calls of both the President and the Mayor to address the challenges of our city through volunteer engagement.

Young or old, everyone has something to give. The attached work-plan is intended to help direct your attention to specific areas that have been identified as those of greatest need. While there is much to be done, the initiatives outlined in this document represent the beginning of a journey to which hopefully, you will remain committed to achieve long-term results for our city.

## {Executive Summary}

### 1. Help more Detroiters connect to service opportunities more easily.

Detroit Service will make it easier for local residents to identify and engage in service opportunities. The development of a new website will streamline matching citizen interest with local volunteer opportunities. Individuals, organizations, corporations, faith-based entities and others will be able to focus their civic engagement in areas that best match their interest.

### 2. Create or enhance volunteer opportunities that address the City's most urgent needs.

A key component of the Mayor's approach is to drive volunteer activity to those issues and areas where the City's needs are the greatest. In Detroit, we are committed to ensuring safe and clean neighborhoods, and to preparing our children and adults with the basic skills necessary to be successfully educated and employed.

However, as federal, state and municipal budgets are reduced, and the cost of services escalates, it becomes increasingly more important that we go the extra mile to fill in the gaps. Citizens and corporate partners will be encouraged to assume greater stewardship of where they live, work, and play, helping to improve neighborhood aesthetics, literacy and safety for everyone.

### 3. Encourage the active engagement of our youth in service activity

Critical to the health of any great city is the willingness of its residents to accept ownership of its physical and social well-being. It is a sense of pride and protection that is strengthened through committed service, and when developed early, yields a society that remains committed to civic engagement for a lifetime. Engaging youth in service is key to developing a community that works together for the good of all. The Mayor's office will work with Detroit's leading mentorship collaboration, to create opportunities that will develop and strengthen the engagement of the city's youngest residents in volunteer service. Student service will be documented to enable students to use as towards their school out-of-class service graduation requirements. This goal is to ensure that every Detroit student learns the value of service and has an opportunity to participate.

### 4. Measure progress against clear goals; assist nonprofits in their capacity to quantify success.

Measuring the impact of volunteerism is sometimes difficult, resulting in an inability to quantify/qualify the degree to which service contributes to program success. Detroit Service will enlist the city's evaluation experts to train organizations on developing sound measurement models for their service practitioners to improve their ability to plan and account for program achievement.



## Detroit Service

What we discovered— <b>CHALLENGES</b>	What we want to accomplish— <b>GOALS &amp; STRATEGY</b>	What we will measure— <b>IMPACT</b>
It is not as easy as it should be for Detroiters to find meaningful service opportunities ▶	1. Help more Detroiters connect to service opportunities more easily }	<b>Participation</b>
There are major areas of need about which Detroit residents share the most concern ▶	2. Create or enhance volunteer opportunities that address the City's most urgent needs }	<b>Impact on City need areas</b>
The value of volunteer commitment is under-developed in our younger population and unrewarded ▶	3. Promote service as a core responsibility of all youth in the city of Detroit }	<b>Number of youth engaged in service</b>
The impact of service is difficult for most organizations to measure ▶	4. Assist organizations on how to establish measurable goals to support program results }	<b>Participation, impact and capacity</b>



# Full Set Of Detroit Service Initiatives At-A-Glance

<b>1. Initiative to help more Detroiters connect to service opportunities more easily</b> ..... <ul style="list-style-type: none"><li>• New Website</li></ul>	
<b>2. Volunteer opportunities that help meet the needs of the city</b>	
<b>PUBLIC SAFETY</b>	<ul style="list-style-type: none"><li>• Neighborhood Protection<ul style="list-style-type: none"><li>▸ Citizen Radio Patrol</li><li>▸ Eyes &amp; Ears</li></ul></li></ul>
<b>NEIGHBORHOOD RESTORATION</b>	<ul style="list-style-type: none"><li>• Blight Elimination<ul style="list-style-type: none"><li>▸ Urban Gardens</li></ul></li><li>• Environmental Improvement<ul style="list-style-type: none"><li>▸ Urban Tree Planting</li></ul></li></ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"><li>• Literacy<ul style="list-style-type: none"><li>▸ Detroit Reading Corps (Children)</li><li>▸ Detroit Reads! (Adults)</li></ul></li></ul>
<b>3. Initiative to encourage the active engagement of our youths in service activity</b> ..... <ul style="list-style-type: none"><li>• Community Service through mentoring</li></ul>	
<b>4. Initiative to measure progress against clear goals; assist nonprofits in their capacity to quantify success</b> ..... <ul style="list-style-type: none"><li>• Making Measurement Meaningful</li></ul>	





# {Introduction}





### **About Cities of Service:**

Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, Cities of Service is a bipartisan coalition of mayors who have committed to work together to lead a multi-year effort to expand impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100 mayors, representing more than 47 million Americans across the nation.

American cities face serious challenges and many mayors want to take advantage of every resource available to them — including the time and energy of public spirited residents — to address those challenges. But in cities across America today, citizen service is often an underutilized or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

In January 2010, Cities of Service Leadership Grants were awarded to ten cities: Chicago, Detroit, LA, Nashville, Newark, Omaha, Philadelphia, Sacramento, Savannah, and Seattle. Funded by the Rockefeller Foundation, the grants are used to hire Chief Service Officers. A second round of grants, this time funded by Rockefeller Foundation and Bloomberg Philanthropies, were announced in June 2010. The recipients are: Atlanta, Austin, Baltimore, Baton Rouge, Chula Vista, Houston, Little Rock, Orlando, Pittsburgh, and Richmond.

## {Introduction}



### A. What is Service?

Service describes a wide range of activities performed by an individual, or a group of individuals, for the public good. Service broadly refers to the work done by those who pursue a career in government or at nonprofit organizations, or who dedicate a year of their lives to a national service program. Volunteering is also service and refers to a variety of activities performed freely in support of local organizations and individuals. Military service is often considered the highest expression of public self-sacrifice, as individuals put their lives on the line to protect the freedoms and interests of their fellow Americans.

Service-learning, according to the National Service-Learning Clearinghouse, is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach

civic responsibility, and strengthen communities. In the past several years, service-learning has become more popular in both K–12 institutions and at colleges and universities. It teaches the next generation of Americans the importance of participating in civic life.

While most volunteering occurs through an organization, it can also be less formal. This “self-directed service” is instigated by an individual outside of an event or program managed by a nonprofit organization or public agency. These are the good deeds people do in their every day lives, from helping an elderly neighbor bring home a bag of groceries to shoveling snow from a neighbor’s sidewalk.

### B. A Tradition of Service

Throughout our country’s history, Americans have fostered and maintained an ethic of ser-

vice and volunteerism, assisting each other in myriad ways: tutoring students, aiding the elderly, helping the homeless, supporting places of worship, and beautifying our neighborhoods. The Federal government has been a powerful-organizing force for service, inspiring individuals to volunteer and to serve their country. The government has also initiated several national service programs – AmeriCorps, AmeriCorps VISTA, Senior Corps, and Learn and Serve America – recognizing the benefit to both communities and individual volunteers.

### C. The Additional Values of Service

Research shows that service matters in some unexpected ways. Volunteering is associated with stronger communities, measurable health benefits, individual academic achievement, community participation and civic engagement, and opportunities for professional development.<sup>1</sup> Moreover, by supporting their neighborhoods, volunteers are estimated to contribute anywhere from \$150 to \$300 billion in services and time to the national economy.<sup>2</sup>

#### Health Rewards

Volunteering is associated with better health outcomes. Much of the research focuses on the power of volunteering for seniors<sup>3</sup>, but the experience has benefits across the age spectrum. In recent years, research has shown that volunteers are 30% less likely to report poor health.<sup>4</sup> Studies have also shown that volunteers have a 44% lower mortality rate than those who do not volunteer.<sup>5</sup> This may be because volunteers are healthier in the first place, or perhaps that the social networks created through volunteerism have positive effects on emotional and physical well being.

#### Youth Achievement

Youth involved in service programs develop stronger social and personal skills, and do

better and are more engaged in school than children and teenagers who do not serve.<sup>6</sup> Participation in service-learning also leads to a reduction in risky behaviors. A nationwide study of service-learning programs at 25 sites found that risk of course failure, school suspension, or teen pregnancy was 40% lower than the control group.<sup>7</sup> Surveys of youth also find that participation in service-learning has a positive relationship to an interest in politics, current events, and community.<sup>8</sup> The National Research Council reports that service-learning appears to be one of the most effective strategies for improving academic learning and youth engagement.

#### Civic Engagement

Service experience prepares youth and adults to become active citizens. Through volunteer experience, people learn more about the challenges that their communities face and become more likely to take leadership roles in finding solutions.<sup>9</sup> Another study found individuals who had participated in service programs in high school were more likely to be engaged in community organizations as adults.<sup>10</sup>

#### Professional Development

Volunteering and service also provide unique professional opportunities for working-age adults. In one survey, more than four out of five respondents found that volunteering enhanced problem-solving and decision-making skills.<sup>11</sup> In another survey, nearly 25% of volunteers reported that they volunteered to make new professional contacts.<sup>12</sup> Volunteering also provides opportunities to gain leadership experience and can be a creative outlet to relieve stress.<sup>13</sup> Community service can also help individuals explore new career opportunities. Employers recognize these benefits, and often rely on service initiatives to improve teamwork and morale





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“ One is not born in this world to do everything but to do something. ”

*~Henry David Thoreau,  
poet, writer, philosopher*

## {Service in Detroit}

In order to develop meaningful, relevant initiatives to increase service in Detroit, the Bing Administration surveyed organizations that use volunteers, experts in the service arena, and individual Detroit citizens. Those efforts revealed a significant commitment to service in Detroit currently. In addition, four key challenges and opportunities for expanding service in Detroit emerged routinely across many of these conversations. The Goals and Strategies outlined in the next chapter aim to build on the strengths already present and address these challenges in order to increase the amount and impact of service in Detroit.

# {Service in Detroit}

## A. Methodology

The outreach process included:

1. Focus groups with representatives from service organizations and organizations that use volunteers;
2. Data collection from nonprofit organizations that use volunteers, schools and colleges, local foundations, and city agencies; and
3. Survey to nonprofit agencies that provide service to Detroit residents.

It is important to note that there is not clear path for collecting information about the numerous ways many organizations utilize volunteers. Nor do the organizations that measure inputs, outputs, and outcomes measure the same things. To the degree that the data is collected, is it not usually reported, centrally gathered and analyzed. For the thousands of nonprofit organizations that exist in Detroit, no one convening body asks for or collects information consistently about volunteer use or impact. Our process relies on our relationships with subsets of these organizations and a willingness on the part of those organizations to share their information. Despite this challenge, we believe that this is a credible snapshot of service organizations and service levels in Detroit. All three methodologies occurred in April 2010.

### 1. Focus Groups

The focus groups were conducted over a three-week period. These facilitated discussions took place at the Mayor's office, with the exception of one being held in conjunction with the Michigan Community Service Commission at Wayne State University; the total number of individual participants was 115.

### 2. 1:1 Field Expert Interviews

Twenty-seven interviews occurred in person or over the telephone. These involved the National Service Corporation, foundations, City executives, university leaders, nonprofit executives, school administrators and volunteer service agency executives.

### 3. Survey

An electronic survey was sent to 786 members of the Michigan Nonprofit Association and to seven internal City agencies. The survey captured information relative to the benefits of increased volunteer activity in specific areas of need, organizational volunteer capacity, measurement of volunteer activity, and characteristics of effective volunteer management.

## Detroit Service Focus Groups

In an effort to garner information relative to service and volunteerism, focus groups, interviews and surveys were conducted with close to 1000 individuals representing

- Arts & Culture
- Business & Corporate
- College & Universities
- Organizations that Serve Students & Schools
- Environmental
- Faith-Based
- Government
- Health & Wellness
- Human Services
- Public Safety & Emergency Preparedness
- Senior Citizens
- Volunteer Services
- Workforce Development
- Youth & Family Services

### B. The Service System

#### Organizations that Use or Manage Volunteers

Organizations ranging from nonprofits to public schools to City agencies to places of worship use volunteers for a broad range of activities. Volunteers are used by some to strengthen operations –whether that is through preparing a mailing, or serve on a Board of Directors. Many others use volunteers for service delivery. Focus Hope for example is an organization that relies on volunteers to execute many of their community outreach services. The majority of agencies polled, market primarily to adult and senior participants. Nearly two-thirds of the group reported an inability to effectively manage their volunteer opportunities due to limited capacity.

Many City agencies rely on volunteers to assist with their work in varying degrees, endorsed enthusiastically by the Mayor's office. For the past 68 years, the Detroit Police Department (DPD) has counted on the services of their 240-member volunteer Detroit Police Reserve (DPR) Program that provides assistance when requested by DPD for events, concerts, emergencies and incidents.

### Detroit Police Reserves

The Detroit Police Reservists are fully trained, armed community volunteers who are on-call to augment salaried police officers and to provide an added layer of protection for Detroit's citizens.

A few of the special events that receive DPR coverage include:

#### *Annually*

- North American International Auto Show
- International Freedom Fund Festival
- Thanksgiving Day Parade

#### *One-Time Events*

- 1986 & 1999 Papal Visits
- 2005 Hurricane Katrina Evacuee Reception Center
- 2006 SuperBowl XL All Star Game

## {Service in Detroit}

The General Services Department (GSD) relies heavily on volunteers to maintain more than 30 parks (Adopt-a-Park), plant trees and perform general restoration projects. Under the guidance of a GSD City supervisor, more than 2,000 volunteers have given countless hours to ensure that children and their families have clean parks in which they can visit and play.

Two of the City's signature volunteer programs include Angels' Night, and Motor City Makeover. Angels' Night is an initiative that was designed to mitigate criminal acts performed on or around Halloween. In 2009, the City organized more than 52,000 citizen volunteers to patrol the City's neighborhoods for this three-day event, resulting in a significantly reduced incidence of crime and arson.



Motor City Makeover is a city-wide Spring cleaning/beautification initiative that occurs four consecutive Saturdays in May. Volunteers are asked to perform improvements to: their own property, house of worship, neighborhood school, business lots, vacant property, local parks, etc. The Mayor, "Team Bing", his family and staff support this activity through their weekly participation.

### Angels' Night – Fall 2009

### Motor City Makeover – Spring 2010

<ul style="list-style-type: none"> <li>▶ <b>52,838 Volunteers</b></li> <li>▶ <b>170 Community Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>52,838 Volunteers</b></li> </ul>
<ul style="list-style-type: none"> <li>• 17,313 Patrollers (on-foot &amp; auto)</li> <li>• 228 Neighborhood City Halls</li> <li>• 31,177 Porch Light Surveillance</li> <li>• 4,120 Departmental Recruits</li> </ul>	<ul style="list-style-type: none"> <li>• 15,598 Block Clubs/Community Groups</li> <li>• 3,372 Faith-Based</li> <li>• 2,904 Business/Corporations</li> <li>• 3,108 Schools/K-12 &amp; Colleges</li> <li>• 2,031 Individuals</li> <li>• 474 Departmental Recruits</li> </ul>



## {Service in Detroit}

### Schools, Colleges and Universities

Volunteer service to K-12 schools continues to be of popular interest for Detroiters. 32.1% of volunteer activism in Detroit is Educational; second only to Religious activities at 33.5%. Volunteer service within the schools occurs, but to varying degrees of organization.

True Service Learning is defined by the Michigan Community Service Commission as: “Service-learning is a teaching and learning approach that connects meaningful service to the community with classroom instruction. When done well, it enriches learning, cultivates civic responsibility, and fosters personal growth. Service Learning helps youth see beyond the classroom and into the community where they learn math, science, language arts, and other required subjects by addressing community needs and solving real-life, problems.”

The Michigan Community Service Commission, in partnership with the Michigan Department of Education, is the administrative agent for Learn and Serve – Michigan. Across the country, Learn and Serve America has engaged more than 800,000 K-12 students in service-learning during the 2009-2010 school year. In Michigan, more than 29,181 students participated in service-learning that was connected to classroom learning during that same period. Those students, from 20 school districts provided more than 600,000 hours of service to needs in their communities. In 2010-2011, 33,000 students will be engaged in service-learning and those students will provide more than 650,000 hours of service

Currently, there are three Learn and Serve – Michigan grants in Detroit.

Detroit Service-Learning Academy	Detroit Public Schools
<p>► <b>52,838 Volunteers</b> ► <b>170 Community Groups</b></p>	<p>► <b>52,838 Volunteers</b></p>
<p>21605 West 7 Mile Road Detroit, Michigan 48219</p> <p><b>2009-2010</b> Level of Engagement— Entire School</p> <ul style="list-style-type: none"> <li>• 60 Teachers</li> <li>• 1,137 Students</li> <li>• 10 Administrators</li> <li>• 43 Support Staff</li> </ul> <p><b>2010-2011</b> Anticipated Level of Engagement</p> <ul style="list-style-type: none"> <li>• Same—Entire School</li> </ul>	<p>Department of State &amp; Federal Programs 3011 West Grand Boulevard Detroit, Michigan 48202</p> <p><b>2009-2010</b> Level of Engagement</p> <ul style="list-style-type: none"> <li>• 35 Teachers</li> <li>• 1,668 Students</li> </ul> <p><b>2010-2011</b> Anticipated Level of Engagement</p> <ul style="list-style-type: none"> <li>• 50 Teachers</li> <li>• 3,000 Students</li> <li>• 5 Community Partners</li> </ul>
<p><b>Detroit Edison Public School Academy (new)</b></p> <p><b>2010-2011</b> Anticipated Level of Engagement</p> <ul style="list-style-type: none"> <li>• 21 Teachers</li> <li>• 120 Students</li> </ul>	

## {Service in Detroit}

At the colleges and universities across the city, 100% have partnerships with nonprofit organizations to create and manage volunteer opportunities for their students. Six universities in Wayne County are members of the Michigan Campus Compact—a national movement that engages college students in more than \$5.7 billion in service within their communities, lobby Congress, and apply their knowledge in ways that will bring about lasting change. Of those six schools, more than ten thousand students spent on average 2.67 hours per engagement. Of the eleven issue areas of choice, K-12 Education and Tutoring were areas chosen by all schools. Tied the second most popular (83%) were economic Development, Environment/Sustainability; Mentoring, and Poverty. One Campus Compact university has created an entire college that is dedicated to service learning and community engagement as a means to wed academics with real-life application.

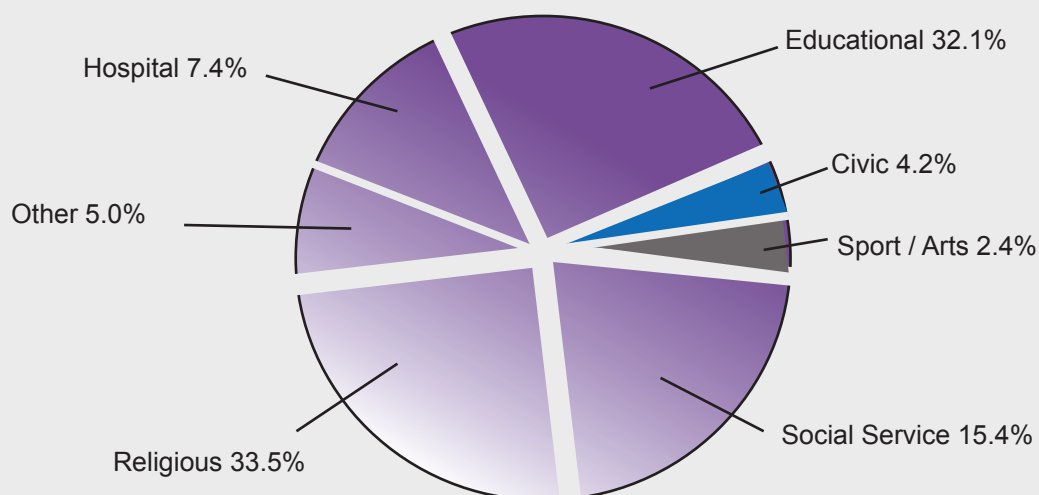
### C. How Detroiters Serve

Detroit area residents have a long history of being generous with their resources of time and talent. Despite the economic crisis that Michigan currently faces, Detroit's volunteer retention rate is 65.9% compared to the national rate of 65%. Close to 9.3 million persons volunteered spending an average of 37.1 hours per volunteer, which equates to a service contribution of more than \$2.7 billion.

Michigan Community Service Commission

The top four volunteer activities were cited were: Fundraising (30.1%—3.5% higher than the national average); Collect/Distribute Food (23.8%—3.3% higher than the national average); General Labor (21.1%—6% higher than the national average); and Mentor Youth (18.5%—1.5% higher than the national average). One might be drawn to the conclusion that the prioritization of service areas is in direct correlation with the economic downturn of the state, and that volunteerism can be a means to offset the conditions resulting thereof.

### Where People Volunteer (2007 to 2009)



*VolunteeringInAmerica –  
Michigan Corporation for  
National & Community  
Service*

## {Service in Detroit}

Most participants are made aware of volunteer opportunities from friends and families, and tend to repeat those activities in which they had had a favorable experience. The second most common point of contact is through civic and business associations seeking volunteer assistance for targeted projects or causes. Discussions supported the notion that for persons that had minimal civic engagement or limited social contacts, that their exposure to volunteer opportunities is dramatically limited.

In 2009, 52.9% of the adult population in Michigan volunteered reflecting a 3% increase from the previous year. Women (57.4%) volunteered at close to a 10% higher rate than their male counterparts (47.6%) who despite their lag had increased their level of participation from the past several years. Volunteer rates are not static, and tend to vary over an individual's lifetime.

### MI Volunteer Rates against the MI average of 52.9%

Highest rates of participation		Highest rates of participation	
age		age	
60-64	62.2%	18-24	51.2%
50-59	57.2%	25-29	47.6%
40-49	55.0%	30-39	50.3%
		65+	46.4%

## D. Challenges and Opportunities

In the collection of the data from our survey/focus group/interview participants, we asked if they felt there were barriers that prevented them from being more successful in their utilization of volunteers. While it was overwhelmingly agreed that volunteers are a valuable

asset to an organization, some felt as though they could attain greater benefit from their service, and could possibly make the experience more fulfilling for the volunteer. Their responses are as follows:

## {Service in Detroit}

### What challenges do you face in engaging more individuals in your service efforts? (Check top two)

Answer Options	Response Percent
Lack of time/money/staff required to create new volunteer opportunities.	68.2%
Lack of time/money/staff required to manage existing volunteer opportunities.	72.7%
Difficulty attracting sufficient numbers of volunteers.	36.4%
Difficulty retaining committed/repeat volunteers.	31.8%
Difficulty measuring the impact of our volunteers.	36.4%

When asked how volunteers were being managed, 71.4% of the respondents shared that they did not have a team member dedicated to volunteer management. The task was one that was given to whomever had a free moment to “keep the volunteer busy”, often engaged in menial tasks that were not particularly stimulating for the volunteer, and sometimes not an organizational priority. For those groups who had a dedicated volunteer manager, the engagement tended to be more mutually beneficial. The volunteer felt valued, and the organization gained a needed service at no cost.



### Challenges and Opportunities

#### **1. It is not as easy as it should be for Detroiters to find meaningful service opportunities.**

A common theme with individuals that participated in the City's discovery process was uncertainty about how to access volunteer opportunities that are or may become available. Similarly, agency-specific activities are often overlooked when potential volunteers do not have access to the information from a contact associated with the event.

#### **2. The City faces challenges that could benefit from more active community engagement.**

Focus group discussions yielded reoccurring themes in what Detroit residents considered to be important. As the group identified what they considered to be successful initiatives, it became apparent that the City could ease some of its most pressing needs by increasing impact volunteering. .

#### **3. Some students are actively engaged in volunteer service but there is a need to expand that mindset to encourage more youth to consider volunteerism as an essential part of their lives.**

There are a growing number of students in the city who are benefiting from service-learning. It helps to reshape how they view the world and their role in it. However, for the majority of our younger residents, the concept of volunteer service is underdeveloped, requiring added structure to help make it an activity-of-choice that rises to the forefront of their consciousness.

#### **4. While service is highly valued by participants and organizations, the ability to successfully measure its impact is sometimes viewed as difficult.**

In the process of collecting data from our focus groups it was apparent that there were a wide range of abilities relative to measuring success. In order for service to be taken as a serious strategy, its impact must be more rigorously measured and evaluated.

\*\*\*

The Goals and Strategies presented in the following chapter offer a comprehensive vision for building on existing strengths, at the same time addressing the challenges noted above. Detroit Service aims to remove barriers and engage significantly more citizens in service.







“ Without community service, we would not have a strong quality of life. It’s important to the person who serves as well as the recipient. It’s the way in which we ourselves grow and develop. ”

~Dr. Dorothy I. Height

## {Goals and Strategies}

Detroit Service seeks to ignite the spirit of volunteerism that over time has become a trademark of this city. Its goal is to encourage every resident to invest in the well-being of his or her neighbors and neighborhoods. It will also show that through service, everyone can assist in making an impact on the toughest challenges facing our city.

*The Detroit Service action plan is outlined on the following pages. It is a response to the President’s National call for increased service in America, and to the concerns identified during the landscape analysis of local service completed by the City in April 2010.*

## {Goals and Strategies}

### A. Help Detroit residents connect to service opportunities more easily

A new website – [www.volunteer.detroitmi.gov](http://www.volunteer.detroitmi.gov) -- was developed by the Mayor's office to serve as a one-stop shop for volunteers to locate and access one-time or routine volunteer opportunities. It will allow residents the opportunity to participate in strategic initiatives designed to make an impact in specific areas of need—public safety, neighborhood restoration and education. The website will include enhanced search and matching capabilities and encourage individuals and community groups to engage in self-directed service efforts.

All City volunteer activities will be posted on the website to allow volunteers to review the most current events and to easily register. Residents without access to a home computer will be able to use the computer resources available at the City's Community Access Centers. We hope that this consolidation of opportunities and ease of access will encourage more citizens to participate in service.

### B. Create or enhance volunteer opportunities that address the City's most urgent needs

#### Public Safety

Challenge: *Increase a sense of security/safety in the community by deterring criminal behavior.*

#### 1. Citizen's Radio Patrol -- Neighborhood Protection

The Citizen's Radio Patrol (CB Patrol) is an initiative established to work in conjunction with the Detroit Police Department to provide an increased level of neighborhood protection. Volunteers are trained by the police to observe and report activities that could be indicators of potential criminal activity. Recruitment of residents from the neighborhoods they patrol is a key element to the success of the program, given their familiarity with the physical and social demographics of the patrol area. In a 2008 study conducted by Wayne State University, there was evidence to support a correlation between lower crime rates in zones where a CB Patrol team existed.

Detroit Service will work with the Detroit Police Department (DPD) to strategically recruit additional patrol teams. Recruitment efforts will be prioritized by need -- a) elevated neighborhood crime rates; b) the absence of an active CB patrol; and c) the underdevelopment of neighborhood mobilization. Recruitment efforts will begin within the community's stakeholders--businesses, faith-based groups and/or community organizations serving that area.

Detroit Service will engage two AmeriCorps VISTA members to supply on-going capacity building for this Initiative. They will facilitate the coordination of intake, training, and organizational development of newly established Patrol teams and will help monitor and strengthen the CB Patrol's relationships between the community and the police precincts.

Wayne State University will assist in measuring the effectiveness of the CB Patrols by analyzing the patterns of crime in the areas in which they exist.



## {Goals and Strategies}

### **2. Eyes & Ears Program -- Neighborhood Protection**

In years past, Eyes & Ears was a program that served as an additional means of increasing protection to the neighborhoods. Employees whose job responsibilities placed them inside neighborhoods everyday, served as additional “eyes and ears” in those neighborhoods, notifying the police of observed conditions that could be indicators of criminal behavior. Likewise, those service providers became known as persons who summoned police assistance in the threat of danger to school children en route to/from school, senior citizens and the general public. However, for close to a decade, the program was rendered inactive, dismantling a layer of protection that once added value.

Maintaining safe neighborhoods is of paramount importance to the Mayor. In an effort to fully support that priority, Detroit Service will serve as a catalyst to enlist the support of key stakeholders to fully reactivate the Eyes and Ears Program. The key stakeholders include Detroit’s major service providers and internal departments that provide service to customers on a daily basis.

Service employees will be trained to identify the common indicators of criminal activity. Reporting procedures will be established to properly direct calls, helping to ensure the most immediate response time possible. Neighborhood Watch safety tips will be incorporated in the marketing of the program to encourage customers/citizens to adapt simple precautionary measures that will reduce the likelihood of creating environments that could invite criminal activity. Employees that contribute to the prevention and/or resolution of a criminal act will receive special recognition.

Representatives from the Detroit Police

Department’s Community Relations team will inform citizens of the program through the local schools/parent groups, community meetings, and other neighborhood activities. A coordinated marketing campaign will be launched to inform citizens of the initiative. Once fully implemented, the program will add more than 3000 additional safety ambassadors to help keep a watchful eye on our children and neighborhoods.

### **Neighborhood Restoration**

*Challenge: Increase the beautification of public spaces.*

#### **1. Urban Gardens-- Blight Elimination**

This initiative addresses the challenge of creatively transforming thousands of vacant parcels of land in the city. Beautifying public spaces through community gardening represents a solution that offers multiple benefits to the community, including the beautification of vacant public space, provision of fresh food and/or flowers and strengthening neighborhood cohesion.

Detroit Service will work with the City’s Community Access Centers to inform local residents of gardening options, and to assist in their efforts to engage neighborhood residents and community groups. Targeted areas for garden development will include neighborhoods that have parcels of vacant land or are scheduled for vacant property demolitions.

The Michigan State University Extension Program and the Garden Resource Program Collaborative will partner with the City to build the capacity of neighborhood gardeners by providing workshops, hands-on training and gardening resources. Volunteers will be taught the fundamentals on how to plant, nurture, and sustain their gardens through their participation in basic gardening education workshops. Two AmeriCorps VISTA members

## {Goals and Strategies}

will be assigned to this initiative to assist with neighborhood outreach, community engagement and skill development.

The City's Planning and Development Department will process all applications for permits to develop gardens on abandoned properties and lots. Food grown from the gardens will provide a healthy source of fresh produce and be shared with the community through general distribution and/or through participation in the urban farmer's market, providing Detroit residents convenient access to healthy food at a lower cost.

### **2. Urban Tree Planting** – *Increase the beautification/"greening" of public spaces*

This initiative addresses the City's challenge to beautify public spaces, promote active living, and create positive environmental conditions. It will help increase the number of trees planted through the engagement of citizens, community-based organizations, civic and corporate volunteerism.

Trees are a vital asset to the city in a number of ways, they:

- Improve urban aesthetics and community livability;
- Improve air quality by filtering many airborne pollutants;
- Reduce temperatures that elevate up to 10% when absent; and
- Keep stormwater runoff out of the sewer system, reducing sewer overflow volume.

The City was recently awarded funding to plant 3270 additional trees over the next two years. This represents a 58% increase when added to the number of trees planted as part of the normal schedule. Detroit Service will help the City reach its goal through volunteer

outreach efforts coordinated by its AmeriCorps VISTA members, who will expand the cross-section of groups engaged for both planting seasons. VISTA members will assist in the distribution and completion of the planting applications and will actively recruit citizens and community organizations to help maintain the newly planted trees once planting season has ended.

Additionally, in celebration of Arbor Day, volunteers will be recruited to conduct planting activities throughout the week of April 24-30. This activity will serve as a kick-off to the Spring planting seasons. Volunteers will be asked to consider tree planting as an activity option when planning: family fun nights; birthday and anniversary celebrations; fraternal organization service projects; memorial commemorations; faith-based projects; and youth engagements.

The Greening of Detroit will serve as the lead service organization. The City's General Services Department will assist in the identification of the City's planting sites based on need and funding requirements. Detroit Service will increase the rate of plantings, minimally by 15%.

## **Literacy**

Challenge: *Improve the City's literacy rate.*

Detroit's illiteracy rate is a staggering 47%. As reported by the Detroit Literacy Council, nearly 75% of unemployed adults in Detroit have difficulty reading and writing. Some of the challenges this condition presents include:

### **For Adults**

- 44 million adults in the US can't read well enough to read a simple story to a child.

National adult literacy survey (1992) NCED, U.S. Dept. of Education

## {Goals and Strategies}

- It is estimated that the cost of illiteracy to business and the taxpayer is \$20 billion per year.

Literacy Statistics Reference Information—United Way, "Illiteracy; A National Crisis"

- To participate fully in society and the workplace in 2020, citizens will need powerful literacy abilities that until now have been achieved by only a small percentage of the population.

Literacy Statistics Reference Information—National Council on Teachers of English Standards for the English Language Arts

### For Children:

- Children who have not developed some basic literacy skills by the time they enter school are 3-4 times more likely to drop out in later years.

National adult literacy survey (1992) NCED, U.S. Dept. of Education

- 15% of all 4th graders read no faster than 74 words a minute, a pace at which it would be difficult to keep track of ideas as they are developing within the sentence and across the page.

Reading Statistics Reference Information—Pinnell, 1995

- Since 1983, more than 10 million reached the 12th grade without having learned to read at the basic level. In that same period, more than 6 million Americans dropped out of high school.

A Nation Still at Risk, US Dept. of Education, 1999

Detroit Service will address literacy by strategically engaging volunteers for the Detroit Public School's (DPS) Reading Corps, and Detroit Reads! program sponsored by the Public Library.

### The Detroit Reading Corps (*Child Literacy*)

It is DPS' goal is to ensure that every primary (K-3) student will be able to read at grade level by the year 2015. To help reach this goal, volunteers are matched to two primary students and asked to spend one half hour/each reading, once a week, during normal school hours. Requirements include the successful completions of a 1-hour training session and security clearance. Volunteers are asked for a one-year commitment with the hope that they will remain engaged with the same children from K-3 grades.

### Detroit Reads! (*Adult Literacy*)

The Detroit Public Library's (DPL) provides assistance to adults that are interested in learning how to read. Volunteers are recruited to tutor "learners" on basic word recognition and writing skills, for a minimum of one hour each week at a library branch. Each volunteer must complete a 16-hour training requirement prior to being matched.

Detroit Service will partner with the American Association of Retired Persons (AARP) to provide tutors for both programs. AARP's members are ideally suited given the flexibility in their schedules and talent profile. Members are more likely to be available during the hours required given that they are not bound by a daily work schedule—a hurdle that limits volunteer engagement with the children during school hours. In addition to providing direct service, AARP will recruit leadership talent to help increase the organizational capacity of both literacy programs.

The Michigan Community Service Commission will work with Detroit Service to examine potential funding opportunities that could provide volunteer incentives for AARP volunteers after a specific number of literacy service hours are completed. One likely benefit

## {Goals and Strategies}

would include an educational stipend that will allow for volunteers to be applied to college tuition (or applied against a student loan) for themselves or as a transferable benefit their child, foster/grandchild.

### C. Promote service as a core responsibility of all youth in the City of Detroit

#### **Community Service through mentoring**

*Cross Cutting Challenge: Increase the youth engagement in volunteer service.*

According to the 2008 Census, more than one-third of Detroit's population is children between the ages of 6-18 years old, totaling more than 200,000 youth. Of that number, there are youth that participate in volunteer service through organized groups such as girl/boy scout troops, faith-based organizations, etc. and/or as a participant of a major organized event, to name a few. While the numbers are growing, there remain a very limited number of Detroit schools incorporating service-learning into the curriculum. A projected 4,250 Detroit students will engage in service-learning in the 2010-2011 school year. All of these efforts are a great beginning, but leaves a wide margin for improvement. The goal of this initiative is to increase youth engagement in volunteer service.

Detroit Service will work with mentoring programs throughout the city to establish volunteer service as a priority. Mentors will be asked to devote a minimum of one activity per month engaged in volunteer service with their mentee. Mentors will be encouraged to select activities that will benefit the Detroit neighborhood in which the student lives, as

a means to build pride in their neighborhood, and possibly enlist other youth to participate. Mentors will be asked to report their service activities via the City's volunteer website to track the amount of service initiated, share creative ideas, and to highlight the student(s) successful engagement.

Youth groups will be encouraged to participate in Youth Service America's Global Youth Service Day in April. Detroit Service will make available information relative to local and national funding opportunities for youth service projects, as they become known. VIP Mentoring and Mentor Michigan will act as the lead organizations for this initiative. Verified service activity may be eligible for out-of-class credits. The long-term goal of this initiative is to make service an activity-of-choice for our youth that hopefully will continue, as they become adults.

*[Note: A mentor is defined as "a trusted advisor" (Oxford American Dictionary). This initiative is NOT limited to only those participants that have formal mentorship relationships involving a child/volunteer match. All youth are encouraged to participate, with parental permission and/or adult supervision.]*

### D. Train organizations on how to establish measurable goals to support program results

#### **Making measurement meaningful**

*Cross Cutting Challenge: Increase effective volunteer service measurement*

The ability to measure the effectiveness of service is key to organizations that believe that there is benefit to the engagement of others that adds value to the situation requiring attention. In the absence of measurement, there is no ability to identify tangible perfor-



## {Goals and Strategies}

mance outcomes. This initiative addresses improving the ability of organization to measure service.

Detroit Service will partner with Wayne State University-Department of Urban Studies and Planning to conduct a full-day training session on program measurement for the Cities of Service partner organizations, and other interested volunteer service organizations. The goal of the workshop will be to assist

nonprofits in their ability to measure service delivery, program accountability and volunteer effectiveness. The workshop will be announced on the City's volunteer website, and through the networks of other major capacity-building organizations such as Arise Detroit and New Detroit, Inc. Participants will learn how to logically create sound measurement tools that evaluate and support their program and the impact of volunteer engagement.





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## **External Partners:**

AARP  
AmeriCorps VISTA  
ARISE Detroit  
AT & T  
Church of the Messiah  
Citizens United for Safety  
City Year Detroit  
College of Creative Studies  
Comcast Cable  
Corporation for National & Community Service  
Data Driven Detroit  
Detroit Literacy Council  
Detroit Public Library  
Detroit Public Schools  
DTE Energy  
Learn and Serve Michigan  
Mentor Michigan  
Messiah Housing Corporation  
Michigan Campus Compact  
Michigan Community Service Commission  
Michigan Nonprofit Association (MNA)  
MNA Metro Detroit Partnership Office  
Michigan State University Extension  
Motor City Blight Busters, Inc.  
New Detroit, Inc.

The Arts League of Michigan  
The Greening of Detroit  
United Way for Southeastern Michigan  
VIP Mentoring  
Wayne State University—Center for Urban Studies  
Wayne State University—Irvin D. Reid Honors College  
Youth Service America

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## **Internal City of Detroit Partners:**

Community Access Centers  
Department of Public Works  
Department of Transportation  
Detroit Police Department  
Detroit Water & Sewerage Department  
General Services Department  
Homeland Security  
Information Technology Services  
Mayor's Office  
Parks & Recreation  
Planning & Development





{Appendices}



## Appendix A} Detroit Action Plan Summary

NEED AREAS	SPECIFIC CHALLENGES	INITIATIVES	LIKELY METRICS	BASELINE DATA	MANAGING PARTNER(S)	TIMETABLE (Start Date)
PUBLIC SAFETY	<i>Neighborhood Protection</i> —home invasions and neighborhood vandalism have increased with the downturn of the economy	<i>Citizen Radio Patrol</i> —increase the number & effectiveness of patrol teams targeting the neighborhoods with the highest rate of crime	Redesign of measurement tools # of citizens trained # of new teams established # of incidents reported	Effective June 2010 • 27 Established Radio Patrols • 211 Patrollers	Detroit Police Dept.	November 2010 (Revised Program)
	<i>Neighborhood Protection</i> —additional means of surveillance is required in order to help deter the incidence of crime	<i>Eyes &amp; Ears/Neighborhood Safe Haven</i> —train professional service providers to recognize/report criminal activity	# of trained participants # of engaged vehicles/staff # of incidents reported to DPD	No Baseline Available	Detroit Police Dept.	January 2011
NEIGHBORHOOD RESTORATION	<i>Blight Elimination</i> —vacant lots inundate the terrain of the city and cause unsightly reminders of the city's decline in population and resources	<i>Urban Garden/Block Park</i> —transform vacant space into useable space that is aesthetically pleasing and a means to combat hunger.	# of gardening workshops delivered # of volunteers/residents trained # of new community gardens established	• 312 school and community gardens currently • 563 persons attended workshops	MSU Extension Program	November 2010
	<i>Environmental Enhancement</i> —active-living environments promote healthier lifestyles & improve energy consumption, keep stormwater runoff out of sewer system	<i>Urban Tree Planting</i> —increase the beautification and "greening" of public spaces through tree planting.	Methods of outreach/marketing # of new volunteers recruited # of trees planted	2009 Fall Planting--1300 trees 2010 Spring Planting--1110 trees	The Greening of Detroit	Fall 2010
EDUCATION	<i>Improve Literacy</i> —in Detroit, close to one out of two persons cannot read; 75% of unemployed adults have difficulty reading and writing	<i>Detroit Reading Corps</i> —support DPS' preschool reading program during school hours	# of volunteers recruited # of volunteers trained # of matches made # of client hours completed	2009-2010 • 850 placed/active volunteers	AARP	October 2010
		<i>Detroit Reads!</i> —recruit volunteers to help meet the waiting list of adults seeking help		Volunteers • 140 matched Registered Learners • 298 registered • 140 engaged/matched		November 2010
CROSS CUTTING CHALLENGES	Measurement of volunteer and program effectiveness is often difficult to quantify	<i>Making Measurement Meaningful</i> —enlist evaluation experts to conduct training for nonprofits on establishing effective measurement criteria	# of participants Participant evaluations On-line toolkit development	No Baseline Available (First-Year Program)	Wayne State Univ.- Urban Studies Data Driven Detroit	Spring 2011
	Youth engagement is lacking & unrewarded	<i>Out-of-Class Service</i> —encourage student participation through the incentive of community service hours required for HS graduation	# of students engaged # of service hours awarded	No Baseline Available (First-Year Program)	VIP Mentoring Mentor Michigan	November 2010
	Absence of a centralized location for volunteer engagement	<i>Website Development</i> —establishment of one central portal to post and select volunteer opportunities	# of registered user profiles # of volunteer opportunities posted # of registered nonprofits # of corporate partners using site # of volunteer matches	No Baseline Available (First-Year Program)	NYC Service	September 2010 (Temp Site) December 2010 (Final Site)



- 1.** For a review of research on the benefits of volunteering, see Wilson, John. "Volunteering." *The Annual Review of Sociology*, Vol. 26: 215–240. 2000.
- 2.** The Independent Sector provides an hourly estimate of volunteer contributions. Annual hourly estimates are provided by the Corporation for National and Community Service (\$150 billion) and the Johns Hopkins Nonprofit Sector Project (\$280 billion).
- 3.** For an overview of the health impacts of volunteering, see Corporation for National and Community Service, Office of Research and Policy Development. *The Health Benefits of Volunteering: A Review of Recent Research*. Washington, D.C. 2007.
- 4.** Luoh, M–C. and Herzog, A.R. "Individual Consequences of Volunteer and Paid Work in Old Age: Health and Morality." *Journal of Health and Social Behavior*, 43(4): 490–509. 2002.
- 5.** Oman, D. Thoresen, C.A. and McMahon, K. "Volunteerism and mortality among the community dwelling elderly." *Journal of Health Psychology*, 4(3): 301–316. 1999.
- 6.** For a review of research, see Corporation for National and Community Service, Office of Research and Policy Development. Issue Brief: The Impact of Service Learning: A Review of Current Research. Washington, D.C. 2007.
- 7.** Allen, Joseph P., Susan Philliber, Scott Herrling, and Gabriel P. Kuperminc. "Preventing Teen Pregnancy and Academic Failure: Experimental Evaluation of a Developmentally Based Approach." *Child Developments*, 68(4): 729–742. 1997.
- 8.** Corporation for National and Community Service. "Educating for Active Citizenship: Service–Learning, School–Based Service and Youth Civic Engagement." *Youth Helping America*. Washington, D.C. March, 2006.
- 9.** Billig, S.H. "Support for K–12 service–learning practice: a brief review of the research." *Educational Horizons*, 80(4): 184–189. 2002.
- 10.** Youniss J., McLellan, I.A., & Yates, M. "What We Know About Engendering Civic Identity." *American Behavioral Scientist*, 40: 620–631. 1997.
- 11.** Findings provided by the 2005 Deloitte Volunteer IMPACT Survey, available online at <http://www.deloitte.com>.
- 12.** Hodgkinson V. and Weitzman M. *Giving and Volunteering in the United States*. Independent Sector. Washington, D.C. 1996.
- 13.** Points of Light Foundation and Center for Corporate Citizenship, Boston College. *Measuring Employee Volunteer Programs: The Human Resources Model*. 2005.

